

AIR FORCE MATERIEL COMMAND
**LEADING
EDGE**



AFMC community
partnerships



A new partnership model was introduced to government when the Air Force sold Brooks AFB, Texas to the Brooks Development Authority, July 22, 2002, creating a City-Base.
(Courtesy photo)

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On the cover: 2nd Lts. Erica and Kevin Hill move into their new duplex in the Huntington Village at Robins AFB, Ga., covered on Page 12. (Air Force photo by Sue Sapp)

This issue focuses on the effects of the current trend to contract and private base housing and services. In 50-year partnerships with local contractors, AFMC is investing in projects at Robins AFB, Ga., Wright-Patterson AFB, Ohio, and Kirtland AFB, N.M., and the former Brooks AFB, Texas, is morphing into a technology and business park following its sale to the Brooks Development Authority in 2002. Turn the page to see the many ways the Air Force and local communities are benefiting from these partnerships.

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Ricky, a military working dog at Kirtland AFB, N.M., charges after his human partner's "escaping criminal." Read all about it on Page 18. (Courtesy photo)

CORRECTION: On Page 23 of the October edition, Col. Lourdes Castillo, AMARC commander, was mistakenly referred to as a man.

AWACS to get active noise reduction headsets

HANSCOM AIR FORCE BASE, Mass. — Purchasing \$1.3 million in Bose headsets promises to give Airborne Warning and Control System aircrews clearer and more direct in-flight communications with greater comfort.

In December, 552nd Air Control Wing experts at Tinker AFB, Okla., with the support of officials from Air Combat Command, will start providing Bose Aviation Headset X (AHX) to AWACS aircrews.

In addition to the communications

benefits, the new headset offers better hearing protection capability.

After conducting flight evaluations in January and again in July, AWACS operators concluded the new Bose Aviation Headset X is lighter, more comfortable and offers better hearing protection than the headset currently used — or any of the other candidate headsets.

The wing is purchasing 1,500 new Bose headsets at a total cost of about \$1.3 million.

— Reported by ESC Public Affairs



Hill team develops, produces Raptor skins

HILL AIR FORCE BASE, Utah — Building parts for a current aircraft at the depot level for the first time, Hill engineering and maintenance directorate experts are making 66 horizontal stabilizer composite skins for five F/A-22 Raptors. Engineering, programming and machinery experts will be working the project for the next five months, hoping to get follow-on work for 182 Raptors scheduled for delivery to the Air Force in the next few years.

The planned depot maintenance for the F/A-22 is scheduled to begin in fiscal year 2010, but workload opportunities for wheels, brakes and composite structures could begin at the end of 2005.

— Reported by OO-ALC Public Affairs

AFRL invention aids pilots in target recognition

WRIGHT-PATTERSON AIR FORCE BASE, Ohio — The Automatic Target Recognition Team from the Air Force Research Laboratory Sensors Directorate has invented a detection and recognition process that matches potential battlefield targets to known targets in Air Force databases.

The process measures similarity of a battlefield picture or radar image to a database file of a target to achieve ATR and Combat Identification — a process of attaining an accurate characterization of detected objects in the joint battlespace to

the extent that high confidence, timely application of military options and weapons resources can occur.

A computer will watch all the video cameras, radars and other Air Force sensor platforms, aiding the pilot or intelligence analyst by letting them concentrate on the task at hand.

— Reported by AFRL Public Affairs

AEDC's support helps launch latest Titan 4B

ARNOLD AIR FORCE BASE, Tenn. — As the Lockheed Martin Titan 4B rocket launched from John F. Kennedy Space Center, Cape Canaveral, Fla., Sept. 9, experts watched more than half a century of their cradle-to-grave support for the heavyweight launch vehicle take off.

Arnold Engineering Development Center is the only facility capable of testing large rocket engines at simulated altitude conditions. Crews at the Cape Canaveral Air Force Station launched the Air Force Titan 4B rocket carrying a military satellite. According to Kennedy Space Center reports, the rocket "worked flawlessly" with the Centaur upper-stage engine providing more than three million pounds of thrust to carry the satellite into orbit.

Historical records show that beginning in 1958, AEDC employees in Engine Test Facility Test Cell T-4 test fired their first Titan solid-propellant rocket motor. Since then, experts have conducted more than 350 motor firings for the system.

— Reported by AEDC Public Affairs

Raptors break record with seven airborne F/A-22s

EDWARDS AIR FORCE BASE, Calif. — A record-setting seven F/A-22 Raptors simultaneously filled the skies here recently as Combined Test Force experts successfully conducted several test and training missions.

Test force experts completed the first four-ship flight test of the Intra-flight Data Link with Raptors 4005, 4006, 4007 and 4008. Along with the four-ship testing, combined test force members carried out the initial operational test and evaluation with Raptors 4002, 4003 and 4009. In all, 16 aircraft were airborne to support these tests, including chase aircraft and tankers.

The four-ship mission tested the low-probability-of-intercept transmitter, allowing Raptor pilots to automatically share flight information with other airborne crews without using radio communications. The data link provides pilots clear situational awareness and is unique because target information is communicated continuously between multiple aircraft, reducing its vulnerability to radar and infrared threats.

Currently Edwards has nine Raptors — five are used for developmental test and evaluation, while the other four are used for operational testing.

— Reported by AFFTC Public Affairs

Around the command

☆☆☆☆ Gen. Greg Martin

Editor’s note: Gen. Greg Martin has been visiting bases and outlining his vision for Air Force Materiel Command and his leadership philosophy. What follows is a collection of quotations and comments from visits and speeches to provide insight into where Gen. Martin is coming from and where he plans to take AFMC.



Leadership philosophy

Survive, know the rules, plan ahead, win

Be careful when you lead people to ensure you never lose their trust; never violate their sense of dignity; and never cause them to lose hope. As a leader, your people have to have trust that you know right from wrong and that you will do the right thing. It’s up to you to make sure you never break that trust.

Survive

- Survival is important in our operational world. We plan for everyone to go into battle, and we plan on everyone coming back.
- Take care ourselves, our families and our people
- We need that same focus in our day to day job — we live in a world fraught with dangers. We must be vigilant.

Know the rules

- Military professionals are governed by rules, directives and technical orders. You must be knowledgeable of those rules.
- We are bound by a set of rules and we’re all held accountable to those rules. If you hold yourself personally accountable, you can overcome mistakes along the way.

Plan Ahead

- Look at where you are and then look at where you want to be in the future. Then try to envision all the places along the way where critical decisions will have to be made and plan for those.

Win

- Winning is our ultimate goal in war, intra-mural sports, the adoption of a new idea, in everything we do. To get there, we need to do everything we’ve talked about here. We need to survive; know the rules and we need to plan ahead.

Command focus

We as a command, are in great demand. Our capabilities are desirable, and we have good people with vision who see us doing even more. That’s the good news; the bad is that the appetite for what we do is huge and resources will never be equal to that appetite.

Our job is to protect American lives across the complete spectrum of conflict. We can’t just focus on cyber war and we can’t just focus on nuclear war. We’ve got to focus on anywhere where we have American lives at risk and where the military may be asked to proceed. We can never predict that.

Air Force Materiel Command people must focus on developing integrated capabilities, not on developing stove-piped systems. It’s an evolution and we’re on the right track for delivering technology to warfighting in three major areas:

- Knowledge** — *Integration of self-queuing machine-to-machine interfaces across our multitude of sensors exemplies our better use of data.*
- Decision** — *Presentation of information — There is an art to the way we present information so that people can understand it without being overwhelmed with digits and data. We need to be able to present it so that a human can look at it, see the picture immediately and take action.*
- Action in time** — *Near-instant desired effects — We must be able to achieve desired effects nearly instantaneously. If we miss the SCUD because it is moved away from where we last saw it or it is launched, all our effort is for naught.*



Airman 1st Class Scott Wancus, 78th Security Forces Squadron at Robins AFB, Ga., is vigilant with his M-60 machine gun during an operational readiness exercise at Robins. (Air Force photo by Sue Sapp)

Command priorities

Program Executive Officer Restructuring

- I think this has the potential to create the most positive and most important improvement in our acquisition capability since we established Air Force Materiel Command in 1992.
- The PEO restructure places responsibility on one person not only to report to Dr. Sambur on program management progress, but also to provide command authority to direct and enable the infrastructure to support program execution. That’s a big deal. It’s the very first and most impotant principle of war — unity of command.

Science and Technology

- Our weapons platforms and munitions today have reached the stage where the most important enabling cabability is our ability to properly receive information, exploit it and present it to our descision makers so they can make rapid decisions and give direction to our warfighting elements.
- We’ve got to ask ourselves, “Are we doing everything we can to ensure that the warfighters have the absolute best information and the best weapon systems to know the battlespace, to protect themselves and to keep the enemy from accomplishing his objectives?”
- We are beginning to focus our S&T staff in a way that it hasn’t been focused before — on technology activities that provide high leverage and high payoff. It’s an analysis process to give us better insight into the right paths to breakthrough technology. For example, lasers were very advanced but not practical until we developed adaptive optics.



Command people

- Our people in AFMC are important and they should know that. We should do everything we possibly can to development and inspire them.
Development allows them to aspire and have the skill sets necessary to take on larger responsibilities and inspire them to want more responsibility.
- There is no air force in the world even close to ours. It’s because of our people. It’s because of the fact that we have some very important technical skills. We’ve got good leaders and good team builders.

- We want to ensure we develop them in a way that will allow them to assume those larger responsibilities and inspire them to do better, to take us to the next level. That’s very important.
- I relish this opportunity to work with what I consider to be some of the world’s finest technical and military professionals. I am a guy with a mission, a guy with a smile and a guy with some energy who is going to have a great time at AFMC.
We’ve got a mission. We know what the warfighter needs. We’ve got the people who are going to make it happen.

Depot and Supply Management

- As we migrate some of the modernization efforts into our product lines, our depot centers in charge of each aircraft have to be the drivers. They have to act as the leaders, so there is an insight with respect to sustainment within which we modernize.

Attrition-based Planning

- We try to do a better job by considering our historic performance in certain areas — software development, flight test, telemetry success, engine performance and manning. Then, when we build a program and commit people, money and time to it, we have a better idea of the performance history.
- For example, we know historically 20 to 22 percent of our planned flight tests don’t happen. We don’t always plan for that. We usually plan for success and often times fall short. We need to plan for that historic 20 to 22 percent as an attrition factor from the beginning. We reach our goal either early or on time; we enhance our credibility by being a reliable performer.

Force Development and AEF

- We have to be attentive to the development of our force for both military and civilians. Our people must go to the field as part of the AEF or in a cross-flow mechanism where they perform jobs that require talent for an operational function. They can then create connections with their operational brethren out there. In acquisition, they will make decisions and recommendations about tradeoffs on a program. Their choices must benefit the field, which is unlikely if they don’t have operational experience.

Looking for a few good tenants

Tech. Sgt. Carl Norman
AFMC Public Affairs

Military housing today isn't what it used to be and Air Force Materiel Command experts say housing privatization is the primary reason why.

In 50-year agreements with housing developers, AFMC officials will invest \$140 million in privatization projects at the command's bases. The return on that investment should provide more than a billion dollars worth of construction for state-of-the-art housing units for military members, according to Juan Perez, AFMC Mission Support-Civil Engineering privatization branch chief.

In addition to housing that's current with today's standards and styles, including air conditioning, cable and high-speed Internet capabilities, privatized housing complexes are getting more "perks" to go with them.

More than just a place to hang your hat

For instance, residents living in the 370 new and 300 renovated units at Robins Air Force Base, Ga., are enjoying two community centers with full kitchens and meeting rooms to use for events and get togethers; three heated pools; tennis, basketball and volleyball courts; horseshoe pits; soccer and baseball fields; and gates with access codes on them, to name a few highlights. The complex also has lighted streets and sidewalks, according to Johnna Phillips, Robins housing manager.

"We now have a great community for our people where before we only had houses," Phillips said.

Similar amenities are being planned for projects at Wright-Patterson AFB, Ohio, where 789 new units are being built and 747 renovated. Sally Wilson, Wright-Patterson privatized housing project manager, said residents will enjoy lighted tennis and basketball courts; fenced backyards; covered school bus stops; pavilions; lighted paths; bikeway access; community centers; sand volleyball courts; a recreation pond with fountain; recreation hill; and picnic areas with grills near tot lots (playgrounds) when the project is completed.

All 1,078 units at Kirtland AFB, N.M., are scheduled for replacement or renovation, Perez said. Residents in those homes, designed in seven villages, will enjoy club houses, community gathering areas where they can have picnics; play grounds scattered throughout each village; a town hall center with workout area; swimming pool; basketball and volleyball courts and baseball fields, according to Joseph Lujan, Kirtland privatized housing project officer. Walking, jogging and bike trails will also link the villages together.

"The key to these houses is convenience," Lujan said. "Residents will be closer to work on base and on-base facilities. Additionally, houses are competitive in style and square footage with those downtown."

Perez said future projects are being worked for Hanscom AFB, Mass.; Hill AFB, Utah; Tinker AFB, Okla.; Eglin AFB, Fla.; the remainder of Wright-Patterson. Kirtland is the first



Construction in the Prairies of Wright Field at Wright-Patterson AFB, Ohio, began last fall and is continuing on schedule. (Air Force photo by 2nd Lt. David Cromwell)

AFMC base scheduled to have all its housing privatized and those are currently in the design phase.

Planning for occupancy

Military members are the prime-targeted occupant for these new housing units. However, other categories of people could occupy them should the need arise, Perez said. Those include active-duty members from other services, National Guard and Reserve members, Defense Department civil servants, DOD base contractors and finally the general public.

Drew Titone, Mission Support-Civil Engineering lead privatization program manager, said, "Developers' bankers want a safety valve before fronting hundreds of millions of dollars in financing. They need to know that military members are not the only people who can live there."

He also said the Air Force maintains a housing office that lets people choose for themselves if they want to stay in government-sponsored housing that includes privatized or government-owned units or go on the economy.

"Privatized housing has great advantages for the military member," he said. "It was built for the Air Force family; it is built on Air Force property; security forces still patrol the areas; it's near to base quality-of-life facilities; and the developer is accountable to the commander and is responsible for following the rules set up in the agreements."

Additionally, he said there's no difference in unit prices like downtown. Military people of the same rank pay the same price for a three bedroom unit as they would a two bedroom.

"They're not being penalized for family size," Titone said.

The entire privatization concept came about, according to Perez, because "the Air Force was not providing or maintaining housing in a way that was meeting our military members' needs. If you go back to 1995 or 1996, Basic Allowance for Housing wasn't keeping up with the market rental payments, especially in the lower airman and lower officer grades.

"Privatization was meant to help focus on taking care of that and providing our people with appropriate housing units. It costs a lot to train technicians and pilots, and this is an effort to retain and keep these people on board."

Everyone benefits

Although some people aren't sure about exactly how privatization is going to work, Perez said the housing occupants and Air Force both benefit. "The occupant gets a brand new, state-of-the-art housing unit and the Air Force provides housing that's current much sooner than if they were to retain ownership."

By sooner, Perez means about 20 years earlier than using the military family housing appropriation and construction process. He said it works like this.

The funding stream for housing improvements or replacement projects would require appropriated dollars if the Air Force owned the units. This funding would only pay for construction or improvements, no upkeep or extras.

"If the Air Force retained ownership, they'd have to cover the total cost of not only construction, but maintenance and upkeep as well," Perez said. "If we privatize, there may be an Air Force investment involved, but the developer brings money to the deal up front based on future income from occupants paying their BAH or rent. So he can secure a loan to make things happen right away."

Perez said, in the long run there's not that much difference in the amount of money outlaid by military construction dollars and the privatization project when BAH payments and the initial Air Force investments are combined. "It's just a difference in the developer can outlay the money immediately where the Air Force would have to go through many future years of funds appropriations."

The process is much like what people go through to own private homes, Titone said. "If you have the money to put down, you get a mortgage and pay monthly on it. The developer is doing the exact same thing on a larger scale.

"What we're selling through privatization is the developer's cost to manage and operate, even with the profit, is very close to what it costs us to manage and operate. We're not paying any more money or wasting money, the only difference is the developer has borrowed the money up front and is paying mortgage on it where the government would have to wait until we get an appropriation to do construction."

Saving 20 years

When privatization first started in 1995, the appropriated funding levels would have built new or upgraded the current housing inventory to standards in about 30 to 35 years, Perez said. With privatization, the DOD goal is to have that done by 2007-2008, using a combination of MILCON and privatization to satisfy the total Air Force inventory requirement.

"We've cut the cycle time by 20 years," he said. "Normally a

house is good for 20 to 25 years, then you have to go back and reinvest, remodel or even rebuild. Under the old system, we would never catch up."

Since the Air Force has had military housing for many years, why exactly is it that this privatization issue is coming up now? Titone said it's a matter of mission.

"When you look at what we're supposed to be doing, is this something we need to be doing to maintain and support the warfighter? The answer is no," he said. "This is one thing the private sector does well. There are other areas where you can debate whether privatization has worked as well, but experience has shown us they can do housing just as well as we can."

A matter of free enterprise

And it's all a matter of free enterprise, Perez said, emphasizing that Air Force officials don't guarantee the developer that military members will live in the houses he builds.

"We tell him we'll send you our people; you will charge them rent plus utility cost equal to no more than their BAH; and if they don't like your house, they won't be required to stay there," he said. "That's an incentive for them to keep the units up to date and take care of the clients that are providing him the steady income he needs."

Just like most other things in the U.S. military, privatization projects don't "just happen." There's an extensive preconstruction process that involves people and agencies from the base level up to DOD, according to Perez.

First, he said, a market analysis is conducted to determine if the project is feasible. An analysis has been done for all AFMC bases to date, including Edwards which is out in the middle of the high desert in California.

From there, officials make a preliminary determination to see if there's a project acceptable and if it can be done economically. Once that's determined, the project manager starts putting the project together.

Once the concept is approved, it moves into the Request for Proposal development process where the entire team (made up of people from the base, major command, Air Force Center for Environmental Excellence and the support contractor) put all the requirements together. Then the RFP is issued for developers to bid and provide their proposals.

From there, the submitted proposals are evaluated for best value and source selection approval authority — major command vice commander — selects a developer, Perez said. That selection goes through a similar process the concept did, requiring approval up through the DOD level and Congress.

The source selection authority makes the decision as to which developer provides the best value and which one does the work, Titone said. An individual in the secretary of the Air Force's staff signs the lease and operating agreement only after DOD experts review the deal to determine that the best one has been reached.

After the approximately 12 to 18 months of coordination, planning, evaluation and developer selection is said and done, the developer breaks ground and construction begins on projects like the ones currently underway in AFMC. Perez said it's a long and tedious process but well worth the effort because military housing today isn't what it used to be and housing privatization is the primary reason why.

Air Force base, technology, business park merge at Brooks

Entites blend to create 1st ever city base concept

— Larry Farlow
311th HSW Public Affairs

The former Brooks Air Force Base on the Southeast side of San Antonio, Texas, is fast morphing into a “Technology and Business Park.” The new partnership model was introduced to government when the Air Force sold the base to the Brooks Development Authority, July 22, 2002, creating a City-Base.

That same morning, while a conveyance ceremony took place, signs at the front gate changed to reflect the new name and private security guards replaced Air Force security forces personnel manning the gate.

An increasing tempo

But, unlike other base conversions, Brooks did not close. The 311th Human Systems Wing and its associate units’ missions of aerospace medicine, research and bio-technology not only remain operational as the park’s largest tenant, the mission tempo is increasing.

The U.S. Air Force School of Aerospace Medicine, the 311th Human Systems Program Office, Air Force Institute of Operational Health, the Air Force Research Laboratory, Air Force Center for Environmental Excellence and other units at Brooks are experiencing growth in their mission areas.

Private industry and academia also contribute to the growth at Brooks.

As a technology park, Brooks offers many attractions and has sparked the interest of numerous companies and organizations considering locating at the potential of being at Brooks.

Ideally located

Located about 10 minutes from downtown San Antonio, close to three major interstate highways and a rail line, many prospective companies and universities already have employees who work at Brooks as high-tech government contractors and researchers.

Brooks City-Base has unique physical and intellectual assets in the high-tech areas of science, medicine, education and research. The important partnerships developed here will enhance Air Force, as well as the nation’s capabilities to meet the challenges of homeland security.

The Texas A&M University System’s Engineering Experiment Station and the Air Force are collaborating on disaster response, aging aircraft sustainment, fuel cell technology and other initiatives.

Opportunities to jointly address public health issues in collaboration with the Air Force Institute of Operational Health are drawing the San Antonio Metropolitan Health District offices to



Brooks City-Base Strategic Intent

Brooks.

With the renovation of an existing building, the Center of Excellence in Biotechnology and Bioprocessing Education and Research laboratory opened this summer, a joint venture between AFIOH at Brooks and the University of Texas at San Antonio. University and Air Force personnel share the facility, where both learn to develop and handle vaccines, biosensors and other biological products. Faculty are involved in research on sensors, vaccines and treatments for biological weapons.

Attracting new tenants

DFB Pharmaceuticals Inc. and its affiliate, HEALTHPOINT Ltd., opened a research laboratory at Brooks, working in tissue management, dermatology and infection prevention products. HEALTHPOINT provides scientific staff on-site to work on various projects that can be used in treating wounds and other aerospace medical applications.

Both the South San Antonio Chamber of Commerce and District 3 City Councilman Ron Segovia moved offices to Brooks. A Brooks City-Base non-profit Foundation was recently established to generate opportunities for growth through grants and other sources of partnering and revenue sharing.

This development fits the model crafted by the Air Force and the community to attract tenants that are “complementary and compatible” with the science and technology focus of the park.

Partnership goals

The goals of the partnership between the BDA and the Air Force, established early in the process, include maintaining the flexibility to meet current and future Air Force mission requirements, working together to save money for the Air Force Materiel Command and the Air Force, and enhancing Brooks’ mission capabilities through the creation of public and private partnerships with business, government and academia.

The partnership already has resulted in significant savings for the Air Force. Estimated at \$8 million a year, this figure does not take into account the additional nearly \$7 million the wing was able to save annually through reengineering activities prior to becoming a City-Base.

With the BDA as the landlord, the Air Force is now a tenant at Brooks and pays for only the facilities essential to its missions, thus reducing federal overhead costs of ownership. By reducing costs associated with infrastructure maintenance and municipal services, the Air Force can focus on mission. The atmosphere provides for a wide range of opportunities and cooperation amongst future partners.

The Brooks City-Base Office, located in the former Civil Engineering facility, is a co-location of civil service personnel, contractors, BDA employees and others, working in tandem to ensure that personnel at Brooks have lights, water, heat or air conditioning and all other amenities found in any office, laboratory or classroom.

A smooth transition

Transfer of base operations to the BDA was accomplished with negligible disruption. The BDA’s property management and leasing contractor, Grubb & Ellis Management Services Inc., began maintenance, custodial and grounds services prior to the conveyance.

Because of City-Base, Brooks is one of the first installations to have privatized utilities. Local utility companies, both city subsidiaries, own and operate the utility infrastructure. Metering buildings and bringing electrical infrastructure up to local standards is underway. The BDA not only ensures smooth day-to-day operations, but also markets Brooks to attract new tenants and develop the property. In a recent statement to the *Dallas*

Morning News, Tom Rumora, executive director of the BDA, said “This is both an amazing opportunity and a challenge.”

The City of San Antonio provides law enforcement, fire protection, and emergency medical services. The Air Force provides security for its leased facilities.

“It’s been an interesting collaboration of organizational cultures, objectives and policies,” said Rita Duggan, who provides the Air Force oversight to daily operations.

Making progress

Progress is evident. New construction in the immediate neighborhood of Brooks includes an apartment complex, large residential subdivisions, a hospital building and a national chain motel. A large new grocery store is across the street, with a major department store under construction next door.

For the BDA to bring in a cash flow, it may need to attract big retail and restaurant establishments to Brooks, and locate them in attractive commercial corridors of the property. If such additions fit the master plan and generate oper-

ating capital while enhancing the quality of the park, most people agree it’s the right thing to do.

Howard Peak, BDA board chairman and former San Antonio mayor, said up to 50 acres of prime real estate on the northeast corner of Brooks are being marketed for commercial use. “We’re considering a proposal now that would involve development of the corner,” Peak said. “That would provide close, convenient services to tenants and residents of Brooks City-Base, and also be open to the public at large.”

Experts believe there will be at least 2,500 new houses in the southeast-side neighborhoods surrounding City-Base within the next seven years, according to an article in the local *San Antonio Express-News*.

A vision becomes reality

Despite the uncertainty of implementing something that has never been done before, the reality of the vision is becoming clearer. Each day, more potential tenants seek to locate on the property, and plans for vacant land development are being formulated.

A vision that developed with the first meetings between the Air Force and the City of San Antonio in 1996 has become a reality-based project that presents opportunities for the nation.



Dean Barker, left, and his father, Bill, prepare to remove the old Brooks AFB, Texas, sign after it was replaced by the new Brooks City-Base sign July 22, 2002. (Air Force photo by Master Sgt. Brent Squires)



Privatization efforts succeed at Wright-Patterson AFB

— Sue Murphy
ASC Public Affairs

While the quality of existing on-base military housing throughout the Defense Department has been in decline for the past three decades, efforts have drastically improved for families stationed at Wright-Patterson Air Force Base, Ohio.

A quality of life initiative

The National Defense Authorization Act of 1996 kicked off the military housing privatization initiative. The Defense Department, in turn, tasked the Air Force to upgrade all required, inadequate housing by fiscal year 2007.

A Quality of Life Task Force report further confirmed that particular trends, such as increased length of deployments and family separations; greater out of pocket expenses for service members living in private housing; and heightened demands on military personnel and their families were threatening to jeopardize readiness and morale.

The goals of the Defense Department program include obtaining capital to leverage government dollars, make efficient use of limited resources, and use a variety of private sector approaches to build and renovate military housing faster

and at a lower cost to taxpayers.

In response to the mandate, the Air Force launched an aggressive program to revitalize all military housing units through a combination of traditional military construction and privatization. The act provided a variety of options and authorities that the services can use to obtain private sector financing and expertise to improve the housing situation. These authorities, which can be used individually or in combination include:

- ***Guarantees, both loan and rental***
- ***Conveyance/leasing of existing property and facilities***
- ***Differential lease payments***
- ***Investments, both limited partnerships and stock/bond ownership***
- ***Direct loans***

Following months of planning, evaluation and source selection, Wright Field Development Company was chosen in May 2002 as the successful developer for the Wright-Patterson housing privatization effort — the largest housing privatization project in the Air Force with 1,536 units involved.

Wright Field Development Company is a joint endeavor of Miller-Valentine Group, Woolpert LLP, both of Dayton, Ohio, and Hunt Building Corporation, El Paso, Texas. Hunt Building Corporation is currently designing, developing, constructing and managing more than 34,000 military units across Defense Department.

Wright Field Development Company created an Ohio limited liability company, The Properties at Wright Field. They act as the legal owner of The Prairies, formerly known as Page Manor, and at Wright Field, formerly known as Woodland Hills.

AF owned, contractor run

Although the Air Force continues to own the land during the 50-year lease, the Properties at Wright Field took ownership of the homes and most of the supporting infrastructures — lighting, streets, gas and water lines and utilities. They are responsible for the operation, maintenance and management of the property.

“Our office continually monitors progress the developer and property management is making with regards to the requirements of the lease,” said Sallie Wilson, base housing privatization program manager. “We are committed to ensuring our military families have homes that are safe, affordable, and well main-

“Our Air Force families deserve the best, and this great partnership between the Air Force and The Properties at Wright Field is going to deliver just that for decades to come.”

Lt. Gen. Dick Reynolds

tained.

“Our Air Force families deserve the best, and this great partnership between the Air Force and The Properties at Wright Field is going to deliver just that for decades to come,” said Lt. Gen. Dick Reynolds, Aeronautical Systems Center commander. “This project is a win-win all around.”

Making up for lost time

Construction in the Prairies of Wright Field began last fall with the demolition of 413 units. Although progress was slightly delayed due to the harsh winter, Wilson reports that the developer added extra crews to regain lost time and residents are expected to move in to the newly built homes within a few weeks.

Renovations and remodeling efforts are on or ahead of schedule, Wilson said. Of the 350 units located in the Woods at Wright Field, 204 are substantially completed with another 146 expected to be complete by July 2004.

Mobile homes, previously located in the west side of the Prairies, were moved to provide an additional 30 acres of land for new development.

“These communities are currently home to more than 1,200 service men and women and their families. By August 2006, virtually an entire new community will be created, with an addition of 789 new single-family homes, garden homes and townhouses,” Wilson said.

Design plans include development of three-bedroom townhomes with two-and-a-half baths and two-bedroom, two-bath ranches with attached single car garages specifically for grades E-5, E-6, O-1, O-2 and O-3.

Design plans also include single-family homes: three-bedroom, two-bath with a single-car garage in both ranch and two-story styles, and four-bedroom, two-bath homes with a single-car attached garage in both ranch and two-story styles.

The rent for the units is capped at the military basic allowance for housing minus an allowance for utilities.

For more information on the Air Force privatization program, go to <http://www.afcee.brooks.af.mil/dc/dcp/news>. (Air Force photos on both pages by 2nd Lt. David Cromwell)



Privatized housing a boom at Robins

Huntington Village, family housing work to make a close-knit community

At Robins Air Force Base, Ga., Huntington Village's privatized housing offers the luxuries of off-base housing without the long commute.

Since its inception, Huntington Village has provided quality housing for active duty military members, Defense Department retirees, civil service civilians and others, maintaining a 90 percent or better occupancy rate in the 670 houses managed — and that rate is increasing as more military come to Robins.

"The military is growing, and privatized housing is filling the gap, by helping the Family Housing Office provide quality housing for our

military members," said Angela St. Clair, Huntington Village project manager. "When there's not enough space in base housing, or they don't have what the person needs at the time, we're here to pick up where they leave off."

For the past two years, the two offices have worked as a team, creating a close-knit community, said Johnna Phillips, family housing chief.

"The feedback we've received from the residents has been great," she said. "People are getting new and fully-renovated homes that help them maintain a better lifestyle near base."

St. Clair, who recently



2nd Lts. Erica and Kevin Hill move into their new duplex in Huntington Village at Robins AFB, Ga. Located outside one of Robins gates, the privatized housing project maintains more than a 90 percent occupancy rate. (Air Force photo by Sue Sapp)

moved to Robins from Newport News, Va., where she worked in privatized housing for the U.S. Navy, said her office has worked successfully to place members in convenient, affordable housing.

"You spend so much time at work on base," she said. "People like to be able to have time outside of base. And privatized housing allows you to separate work and home."

Huntington Village's location — directly across from one of the installations gates — helps residents like 2nd Lts. Erica and Kevin Hill, save time getting to work.

"We had a 30-minute commute to work where we lived before," she said. "It's going to be nice not having to fight traffic."

Hill said having free lawn care service is just one of the many benefits of residence.

"We'll be paying the same amount of rent we were paying for a small, two-bedroom apartment, and we're getting more space," she said. "We get to have a nice lawn without the work. Now that we have a yard, we may even get a dog."

Capt. William Arp, 1177th Transportation Company commander, here with others in his unit since February agrees with the Hills on living here.

"It's been a great place to live," he said. "The living arrangement and room assignments have given people a chance to get to know others. It's almost like having housemates back in school."

— Holly Logan, WR-ALC Public Affairs

"You spend so much time at work — privatized housing allows you to separate work and home."

Angela St. Clair



The Hills unpack bakeware in their new kitchen. (Air Force photo by Sue Sapp)

Kirtland AFB, N.M.

Out with the old, in with the new



On-the-job training: U.S. Representative Heather Wilson thanks Loren Sanchez for showing her how to operate the excavator she used to demolish an old home on Kirtland AFB, N.M., Sept. 29. So far, nearly 150 out of 255 homes from the 1950s era have been leveled in the first phase of housing privatization. Eventually, 1,348 existing homes will be demolished and 869 modern homes will be constructed for active-duty members living on base. The first new homes will be available by the summer of 2004, with all seven villages scheduled to be completed by the spring of 2007. Housing privatization will enable the base residents to live in quality, new housing at a price equal to their basic housing allowance. (Air Force photos by Dennis Carlson)

Art exhibit opens at U.S. Air Force Museum

WRIGHT-PATTERSON AIR FORCE BASE, Ohio — Launching rockets, orbiting satellites and futuristic worlds beyond the imagination characterize the space-aged paintings on display during the *Fly Me To The Future* aviation art exhibit at the U.S. Air Force Museum.

Designed as a visual celebration of the Centennial of Flight, the exhibit will feature 35 paintings by legendary artists John Clark, Robert McCall and Mark Waki.

Clark is an Artist Fellow and past president of the American Society of Aviation Artists and a member of the U.S. Air Force Art Program.

McCall is NASA's visual historian, documenting the space program for more than 35 years.

Waki, a professional aerospace artist since 1980, has artwork displayed with the U.S. Air Force Art Collection at the Pentagon, with the U.S. Air Force Thunderbirds and in private collections.

Fly Me To The Future will be at the Museum through Dec. 31 as part of the yearlong event, "A Centennial Celebration of Aviation Art."

— Reported by U.S. Air Force Museum Public Affairs

AEDC's rocket facility J-6 reaches 10th anniversary

ARNOLD AIR FORCE BASE, Tenn. — Arnold Engineering Development Center's Large Rocket Test Facility J-6, a unique facility that tests large solid rocket motors at simulating altitude, reached its 10-year anniversary Sept. 2.

Center officials dedicated the \$226-million facility in 1993 following a three-year construction project completed by the Army Corps of Engineers under budget and four months ahead of schedule.

The facility, located on an 80-acre site approximately three-quarters of a mile from the main AEDC infrastructure, added the capability to test solid-fuel rocket motors generating between 15,000 and 500,000 pounds of thrust with a propellant energy equal to 100,000 pounds of dynamite at 100,000 feet simulated altitude.

Since then, the facility has tested 59 solid-propellant motors including 11 Peacekeeper Intercontinental Ballistic



Air Force photo by James Shryne

Lightning fast — Lightning strikes the horizon over the flightline during a recent thunderstorm at Edwards Air Force Base, Calif. During the storm, power in some areas of the base was interrupted for a few minutes.

— Reported by AFFTC Public Affairs

Missiles upper-stage motors and 48 Minuteman ICBM upper-stage motors.

— Reported by AEDC Public Affairs

Research seeks advanced translation capabilities

ROME, N.Y. — Military translators and intelligence analysts will be the primary beneficiaries of technology being sought by the Air Force Research Laboratory Information Directorate.

The directorate has awarded a two-year contract to StreamSage Inc., Washington, D.C., for technology development that will focus on the "Interlingua" technique, a type of "universal translator," or intermediary language, which enables foreign languages to be converted into English with a minimum of human translation or training.

The new technology will pair up meanings of phrases in both English and the new language, so when somebody speaks in the new language it can extract the meaning of what was spoken.

The proposed technology would remain limited in its domain, geared to words and phrases of special interest in tactical military situations, and could also be applied

to a variety of intelligence purposes focusing on identifying specific information in signals of interest.

— Reported by AFRL Public Affairs

Laboratory, Wittenberg sign educational pact

WRIGHT-PATTERSON AIR FORCE BASE, Ohio — The Air Force Research Laboratory's Materials and Manufacturing Directorate and Wittenberg University in Springfield, Ohio, began a new Educational Partnership Agreement on Sept. 19 that will benefit both agencies significantly in the future.

Col. Tim Sakulich, deputy director, Dr. Barry Farmer, chief scientist, and Dr. Doug Dudis, all from AFRL's Materials and Manufacturing Directorate, witnessed the agreement with Wittenberg President Baird Tipson in a ceremony held at the Barbara Deer Kuss Science Center.

The agreement will provide Wittenberg University faculty and students increased access to state-of-the-art materials and manufacturing directorate instruments for faculty and student research projects.

— Reported by ASC Public Affairs



C-5 team achieves '23 in '03' goal

— Lanorris Askew
WR-ALC Public Affairs

Maintainers at Robins Air Force Base, Ga., cut four months off individual C-5 Galaxy programmed depot maintenance time in fiscal year 2003, allowing them to deliver a center-record 23rd cargo giant back to the warfighter Sept. 24.

The 23rd aircraft represented the most C-5s center workers have ever taken through programmed depot maintenance in a year. World events pushed C-5 production goals at Robins from 17 aircraft in fiscal year 2002 to 23 in fiscal year 2003.

During a ceremony celebrating the Warner Robins Air Logistics Center milestone, Maj. Gen. Don Wetekam, center commander, said his message to the C-5 program depot maintenance team was a simple one.

"I'm proud of you," he said. "I've been looking forward to this day for most of this fiscal year."

As the 23rd and final C-5 Galaxy to roll through the programmed depot maintenance line this fiscal year taxied on its way home, a sea of C-5 personnel sat to its left, clad in white T-shirts emblazoned with the slogan "We Did It." With a crowd numbering nearly 1,000 looking on, Wetekam said although making the promise to deliver the 23 C-5s in 2003 was his idea, making the commitment was the easy part.

"From those who worked on the floor boards to those in the air base wing, I'm proud of what you have accomplished," he said.

He added that Robins has struggled with its C-5 production, but he knew the right leadership was in place to make that a thing of the past.

"When we struggle, we all struggle," he said. "When we fall short, we all fall short; but when we succeed, we all succeed."

Calling this achievement a long-term success, Col. Ed Connolly, C-5 production chief, said what's being seen today is the dividend of hard work that's built steam during the past several years.

"We got here because of the solid foundation laid by supervisors in the C-5 both today and in the past," he said. "This is not a flash in the pan success. We will continue to see an increase in the reduction of flow days, increase in customer support and cost cutting."

Jim Culpepper, maintenance directorate director, called the success unprecedented.

"In my 34 years in logistics command, I have never seen anything at this level," he said.

In addition to reaching the goal, Culpepper said that in the past seven months there have been zero defects reported on aircraft returned to the user.

Wetekam ended the ceremony by saying the efforts must continue.

"I don't see anyone ready to rest on their laurels," he said. "We have a job to do for our warfighter, and we do that exceedingly well."

According to C-5 experts, global transport demands of supporting the warfighter increased the C-5 program depot maintenance production goal to 23 C-5s in fiscal year 2003, and teamwork pulled it off. In an effort to meet those demands, they transitioned the maintenance organization from the tail team approach to the dock cell concept. The cell concept will standardize work and make the PDM process more efficient.

The first C-5 Galaxy inducted into programmed depot maintenance at Robins arrived Jan. 7, 1998. Since then, center workers have completed maintenance on 101 C-5s. The Air Force currently has 126 C-5 aircraft in its inventory — two C models, 50 B models and 74 A models.



Fred Aldrich, jet engine repairer at Tinker AFB, Okla., works on an F110 engine. A service life extension program that will enable the F110 to fly until 2025 is one of many projects being worked by an alliance between the OC-ALC and General Electric. (Air Force photo by Margo Wright)

Tinker, GE alliance offers answers for engines

An alliance between the Oklahoma City Air Logistics Center, Tinker Air Force Base, Okla., and one of its largest engine manufacturers is yielding results that could mean longer lives for engines and overall improved warfighter support.

Under a Strategic Alliance, General Electric employees and center personnel are working together on several projects.

“Our commitment is to give a dedicated effort, coming up with arrangements

with General Electric which will enhance support to the warfighter and be mutually beneficial for Oklahoma City and General Electric,” said Col. Judy Kautz, director of the propulsion directorate’s fighter, bomber, transport management division.

One of the targeted programs is the F-110 Service Life Extension Project, an initiative to extend the life expectancy of the F-110 engine into 2025 once funded.

A team with representatives from Air Combat Command, Air Force Materiel

Command, GE and OC-ALC came up with a funding strategy that has since made it through initial approval.

Facing technical issues such as aging aircraft makes the alliance a timely opportunity, according to John DiSilvestro, director of GE’s OC-ALC customer account management.

“The overall changing economy and budget scenario is forcing both Tinker and private industry to do more with less,” he said. “The alliance will improve warfighter readiness and just make the operation perform at a world-class level.”

“As the Air Force transforms, it is key that government and industry work together to transfer industry’s lessons learned to their transformation efforts,” DiSilvestro said.

Tinker Installation Commander Maj. Gen. Charles Johnson II signed a memorandum of understanding Aug. 11, along with Russ Sparks, GE vice president and general manager, military engines. The memo outlined the objectives of the alliance and details of its implementation.

While there is no formal partnership in place, it is a future possibility.

“We have no commitment to enter into any formal arrangement, but our hope is that we will,” Kautz said. Two projects the teams are working on right now have the potential, according to DiSilvestro.

“But it has to solve real problems,” he said, “not just something interesting to work on or attractive on the surface.”

Col. James Diehl, propulsion production division materiel group director, knows the problems are real and solutions are on the horizon.

“They’re going to bring their considerable experience and expertise in the F-108 engine and help us accelerate the development of repairs,” Diehl said. “It will ensure we provide a highly reliable engine, currently the most reliable engine in the fleet, at a lower cost.”

In addition to the F-110, which powers fighter jets, and the F-108, which powers the KC-135 and other aircraft, the alliance hopes to apply the principles to anything GE originally manufactured.

“As long as we have GE engines in our inventory, I see this partnership remaining a viable initiative,” Kautz said. “I see it as a long-term commitment on both sides to find ways we can benefit mutually from each other.”

— Amy Schiess, OC-ALC Public Affairs



(Air Force photo by Master Sgt. Blake Borsic)

AMARC shop mending broken ‘Hog’ wings

Experts at the Aerospace Maintenance and Regeneration Center, Davis-Monthan Air Force Base, Ariz., are doubling the A-10 Thunderbolt II “Hog” aircraft lifespan via a partnership with Ogden Air Logistics Center officials at Hill AFB, Utah, in the aircraft’s wing Hog-Up program.

Center experts are fully engaged in the structural modification program that’s reinforcing the aircraft’s wings, repairing corrosion in fuel tanks and beefing up areas prone to cracks, according to Jeff Peterson, AMARC A-10 project manager.

A majority of this work is accomplished in what was once a parts packaging and shipping warehouse, but now referred to as the wing shop, Peterson said.

Dividing the workload

Scattered among rows of airplane wings, wing support structures and tool carts is a daily workforce of approximately 57 civil service and Lockheed Martin contract workers. These workers are divided into the prep crew, the out-board wing section crew, and the center wing crew, all coordinated to support one another throughout the modification process.

“They must work together to produce a structurally modified wing prepared for re-installation on the A-10 aircraft,” he said.

The prep crew tears the primary wing apart, opening fuel cells for cleaning, removing all false flaps and stripping the paint down to the bare metal, Peterson said. Once modifications are complete, prep crew members thoroughly inspect the work, checking for pressure leaks, structural cracks and foreign object damage.

On the leading edge

The outboard wing section crew replaces all leading edges with structurally sound edges modified to fit the wing, Peterson said. This crew also attaches stainless steel straps, called life extension straps, to strengthen the wings middle section, or midspar.

The center wing crew, made up of 36 members and divided into three sub-crews each with separate yet intertwining duties, accomplishes the bulk of the wing modifications, Peterson said. They inspect the body of the wing for cracks and stress fractures and strengthen the wing structure by adding steel straps to surfaces carrying the heaviest of the flying stresses.

Adding eight rotating wing fixtures and an improved process for lifting and lowering wings onto these support frames has improved efficiency and employee safety in the inspection and modification process, he said.

A constant movement

Sam Smith, a 16-year AMARC veteran, is the wing shop scheduler, who oversees the constant flow of wing sets arriving and departing the shop.

“We give two wings and receive two wings, every month,” Smith said. “This keeps our shop functioning at around 16 wing sets. These wings come from desert storage here, off the aircraft in the Hog-Up line and from Hill as part of AMARC’s recent partnership with Ogden.”

AMARC officials said they anticipate this workload to continue into 2005.

— 2nd Lt. Daniel King, AMARC Public Affairs

Man: a military working dog's best friend

"I love dogs!"

No matter which handler with the 377th Security Forces Squadron's Military Working Dogs Unit at Kirtland Air Force Base, N.M., you ask about his career choice, those three words, like a mantra, are his first comments.

During a recent visit to the kennels, Staff Sgt. John Helms and Senior Airman Garrett Pape prefaced their remarks the same and their eyes grew lively speaking about their work and the dogs in their care.

Trusting one another

The men and women in the military canine units express deep commitment and love of their work and love for their canine partners in whom they place trust for their very lives in the line of duty.

"I wanted to do this from day one in the military," Helms added.

"Ever since I came to the military," said Pape, "I always wanted to be a cop and love working with dogs."

"I have a blast," he adds. "I have the greatest job in the world. I go to work and play with a dog."

Pape's canine partner is Ricky, a five-year-old German shepherd. Ricky is Pape's third dog since joining the working dog unit here about a year ago.

The play, of course, is business — serious business. The dog handler's life is on the line, depending in the strong bond of trust in the working dog's ability and dedication on the job. The play is always somehow a part of incessant training or performing whenever the dogs are out of the kennel.

Airmen in the canine unit here perform sweeps for explosives or drugs, along with patrol work around the base. The dogs assist in "direct apprehension" of people and also perform "overwatch," being as a second security forces entity, watching and protecting the human during apprehension of a suspect or detainee.

When dogs deploy

The dog teams also are deployed as much as nine months out of 12 to locations near and far, nationwide or overseas.

The teams also assist local agencies when needed. Teams from Kirtland have worked with Secret Service members during visits by presidents and vice presidents, have done explosives sweeps at public buildings in the community and in 24-hour rotations at entry gates here as a result of 2001 terrorist attacks that heightened security on Air Force bases everywhere and supported military operations during the recent war in the Middle East.

Helms and his dog, seven-year-old Cezar, returned last July from deployment to Kuwait. The deployment was Helms' first with a working dog but his second deployment "to the desert." Pape has also deployed once with a dog to Southwest Asia; he has deployed three times while serving in the military.

Putting his best paw forward

Between regular duty here and deployments, the handlers and their dogs do a bit

of public relations. The dogs are crowd pleasers as they are put through their paces in demonstrations for events like the 58th Special Operations Wing's Career Day for students and past Independence Day events on the base. Air Force military dog handlers have pride in their canine partners' abilities and accomplishments during the demonstrations of the dogs' for the military and the nation.

Hitting the road

While deploying with a dog might sound like a greater load of responsibility than deploying alone, both handlers stress that the proper food, shelter and care are always a priority for the animals. In fact, both handlers say the dogs have assurance of comfort and care that exceeds what the handlers are likely to be provided. Focus is primarily on ensuring the dogs are able to perform their dangerous tasks.

Some working dogs are "dual certified," for patrol work and for either drug searches or explosives detection. Cezar and Ricky both detect explosives and



Senior Airman Garrett Pape, 377th Security Forces Squadron Military Working Dogs Unit at Kirtland AFB, N.M., and military working dog Ricky practice jumping onto a low wall and racing along it in a mock patrol. (Courtesy photo)



At Kirtland AFB, N.M., military working dog Ricky charges after his human partner's "escaping criminal." (Courtesy photo)

have patrolled with their handlers as part of one of three teams in three flights that rotate on duty to maintain 24-hour security.

Traveling in style

While traveling when deployed, the handlers and their dogs may take military and civilian transportation between locations. Traveling military, the handlers said, means the handlers are in uniform and their dogs are kenneled in the aircraft.

But in civilian flights, the handlers wear civilian clothing and their dogs stay with them. Their dogs are classified as "service dogs," allowing them to stay with the handlers just as dogs are that serve people with disabilities.

"I'm in civilian clothes, but my dog wears a badge around his neck," Pape explained.

The dog with a badge invites the curiosity of the public who ask numerous questions. Many of those people are youngsters who might someday choose the same career as Helms and Pape.

Piquing curiosity

"I do have a lot of people come up to me and they ask 'what kind of dog is that, what do you do' and I tell them I'm in the military and he's a police dog just like I'm a cop," Pape said. "I kind of enjoy it...I tell them I'm in the military and what branch. They just thank me for doing what I do, especially now with all that's happened in the world, Sept. 11 and the recent war."

Both handlers are fervent in their appreciation of their canine partners.

"A lot of people say 'oh, he's just a dog,'" Pape said. But during deployment, he frequently found himself walking the desert, talking to his partner.

"We don't look at our dogs as dogs," he added. "They have a personality. I joke about Ricky being my partner and best friend when I'm out working. These dogs will devote their lives just to save me and they love doing their job."

— Jennifer West, 377th ABW

Hanscom honors four K-9s for years of faithful service

Four Hanscom Air Force Base, Mass, members were honored and remembered for nearly 40 years of collective Air Force service — 280 in dog years — during a retirement and memorial service Sept. 5.

Members of the 66th Security Forces Squadron Military Working Dog section remembered Rocco and Dingo, military working dogs who died recently, and honored Ringo and Robby during a retirement ceremony at the POW/MIA Memorial.

Base people and state law enforcement officials attended the ceremony that included a 21-gun salute and taps service provided by the Hanscom Patriot Honor Guard.

"These dogs have provided invaluable assistance in protecting Hanscom as well as presidents and other political figures across the globe," said Tech. Sgt. Leonard Arsenault, military working dog trainer.

One of the dogs honored at the memorial service was Rocco, a Dutch Shepherd that recently died from cancer. Rocco was born in December 1989 and began working at Hanscom in September 1991. Rocco ended his career in July 2002 when Staff Sgt. Jason Hull, his last handler, adopted him.

Dingo, a Belgian Malinois, was born in November 1990 and arrived at Hanscom in June 1993. He worked with 13 different handlers throughout his career and helped with air shows as well as drug busts, Arsenault said. He was euthanized July 25 because he was unable to be adopted.

"Working dogs are only allowed to be adopted after completing an extensive adoption protocol package to ensure they are compatible with family life style — unfortunately, due to his extensive training and overall personality, Dingo had to be put down," Arsenault said.

Another dog recognized at the retirement ceremony was Ringo, a German Shepherd, who was adopted by his last handler, former Staff Sgt. Scott Morin. Ringo was born in June 1990 and arrived at Hanscom in January 1994.

Ringo's record showed he had been deployed four times and has had several prestigious jobs, such as protecting political figures including former President Bill Clinton and former Vice President Al Gore at the 53rd Inauguration of the President of the United States of America.

The fourth dog named Robby, also a Belgian Malinois, also recently retired. He was born in January 1992 and has been working at Hanscom since January 1994. Robby was deployed four times and protected many government officials throughout his career.

In 1999, at the Defense Department Military Working Dog Competition at Lackland AFB, Texas, Robby was awarded "best explosive detector dog" honors, beating working dogs from all four branches of the armed forces. One of his former handlers, Tech Sgt. Albert DeMello, adopted him.

This retirement ceremony and memorial service is very important for the dogs as well as their handlers, Arsenault said.

"We want to honor the dogs for their hard work and service," he said. "And we want to pay our last respects to the dogs."

— Laura Denner, ESC Public Affairs (Mary Beth Saucier, ESC, also contributed to this story)



The X-35 Joint Strike Fighter is dismantled at Edwards AFB, Calif., and placed on a truck bed headed to Omaha, Neb., for more work before arriving at the Smithsonian Institute's National Air and Space Museum in Washington. (Air Force photo by Thomas Powell)

X-35 JSF heads to Smithsonian Institute

An X-35 Joint Strike Fighter aircraft at Edwards Air Force Base, Calif., departed for Washington, D.C., Sept. 10 to take its place with other historic flight vehicles in the Smithsonian Institute's National Air and Space Museum.

Experts from Worldwide Aircraft Recovery Limited out of Omaha, Neb., removed the jet's control surfaces — flaps and horizontal stabilizers, fabricated steel beams, collapsed the landing gear and raised the nose about three feet to give it about 14 feet of clearance before departing, according to Mark Chace, JSF Integrated Test Force logistics test and evaluation manager.

He said they'll take the JSF to their company headquarters for

additional dismantling before arriving at the Smithsonian.

"It should be ready for the new air and space wing's grand opening in December," Chace said.

The JSF display being sent to the Smithsonian arrived at Edwards in October 2000 and flew about 27 missions in less than 30 days.

This is great, according to Chace, because the JSF will be in the same building as the Wright Brothers' machine.

"It's almost like a timeline," said Chace. "You get to see what this country first started flying with and, at the same time, see where we are now."

— Airman 1st Class Matthew Dillier, AFFTC Public Affairs



Lockheed Martin's Joint Strike Fighter, the X-35C, during its testing at Edwards AFB, Calif. (Courtesy photo)



Maj. Steve Schnell, known to event goers as "Safety Steve," acted as a flight safety and operations officer for the recent Dawn Patrol Rendezvous at the U. S. Air Force Museum, Wright-Patterson AFB, Ohio. Here he gives a morning pre-event safety brief to pilots and staff. (Air Force photo by Jeff Fisher)

U.S. Air Force Museum Event brings past, present together

A trio of Fokker Dr. I triplanes approached the field from the north, emerging over a tree line as they began a measured descent. Their engines punctuated the air with a reverberating roar as the war birds passed over the field and climbed to a higher altitude once again.

The thousands of eyewitnesses on the ground had no need to fear the low-altitude fly-by, for this wasn't an authentic German aerial attack. Rather, it was another of the many nostalgic scenes from the fourth Dawn Patrol Rendezvous World War I Fly-In held on the front field of the U.S. Air Force Museum at Wright-Patterson Air Force

Base, Ohio, in September.

Reviving the sensory drama of military airpower from the Great War, the flying event featured more than 40 vintage reproduction flying and static display era aircraft, along with radio-controlled aircraft, war re-enactors in full regalia, classic automobiles and even a fashion show. All this transformed the Air Force's national museum's front field into a grand stage for a trip back in time.

Bringing World War I military aviation history to life is exactly what museum officials and those from the Great War Aeroplanes Association, a partner organization, aimed to do through the event.

"The World War I Fly-In

provides a dramatic, dynamic and educational experience through a living history interpretation of World War I aviation," said Denise Bollinger, the museum's event planner for the Fly-In. "This type of outreach program creates a positive public awareness of the Air Force Museum and the U.S. Air Force."

Along with the Fokker triplanes, other aircraft featured included World War I mainstays such as Nieuports, SE5s and Sopwiths, among others. Flying mostly 7/8-scale aircraft, pilots entertained the crowds by competing in flour bombing and balloon busting exercises.

More than 53,000 people visited the museum during the

weekend, giving pilots and other event participants a ready platform for teaching World War I aviation history and dispelling any misconceptions, according to Rick Bennett of Thompson, Ohio, and a pilot of a Nieuport 23.

"Flying these kinds of events are important because they help us set the record straight about any misconceptions that might exist out there, particularly about technical issues," Bennett said. "Some people who have written books about World War I military aviation have never flown in these aircraft before."

The last Dawn Patrol Rendezvous World War I Fly-In at the museum took place in 2000. Although the event is normally held every two years, event organizers decided to hold the next one in 2003 to coincide with the Centennial of Flight celebration.

— Chris McGee, U.S. Air Force Museum Public Affairs

POW shares story with Tinker crowd

Former colonel's experience in Vietnam inspires brother to choose Air Force career

The bugle played the haunting but eloquent melody of “Taps,” and a hush fell over the room. Uniformed pant legs quietly swished, the roar of an E-3 Sentry faded in the distance, and goose bumps appeared on the audience’s arms as the bugle sang.

After the familiar bugle call ceased, retired Col. James Kula approached the lectern at the POW/MIA breakfast Sept. 19 at Tinker Air Force Base, Okla. He was a prisoner of war for eight months in Hanoi, North Vietnam.

Upon graduation from the Air Force Academy in 1969, Kula attended undergraduate pilot training to fly the F-4 Phantom. On July 29, 1972, the enemy shot his F-4 down over Vietnam.

After ejecting from his plane, he fell into a mountainous region full of thick, towering grass. This became his haven for the next two hours. He made radio contact within minutes of touching the ground.

Kula laughed, “They gave me very sound advice. They said ‘Keep quiet and hide.’”

The day was done and he could not distinguish afternoon from evening or evening from morning. Within two hours of nightfall, the Vietnamese captured Kula.

Kula remembered being put in the cell. “No one said what to do. So I laid down on the bed board, fell asleep and dreamed,” Kula said. “As the next morning came, I had a feeling of unreal, like I was dreaming. Then reality hit quick when the guard banged on my door.”

Kula spent the next week in solitary confinement. Initials of former prisoners scattered the walls, footlong rats came as they pleased, dirt covered everything and a “honey pot,” or coffee can, sat in the corner as a makeshift toilet.

From solitary confinement and heavy interrogation he moved to “Heartbreak Hotel,” a different section in the camp.

He started to communicate with other prisoners by using tap code, whispering or motioning with hands.

“Tapping became so fast that finishing



Retired Col. James Kula (from left) and his brother Chief Master Sgt. Walter Kula, 72nd Security Forces Squadron manager, visit with Delbert Coulter, a former World War II prisoner of war, after the Sept. 19 POW/MIA recognition breakfast at Tinker AFB, Okla. Col. Kula was the breakfast's guest speaker and shared his experiences of being shot down over Vietnam and held as prisoner for eight months. (Air Force photo by Eddie Edge)

each other’s sentences was easy,” Kula said.

Back home Kula’s family heard the news. His young wife of 13 months, Jane, didn’t know if her husband would return. His mother and father didn’t know what they were supposed to do. And his younger brother, Walter, lay awake at night planning ways to rescue his brother.

Chief Master Sgt. Walter Kula, 72nd Security Forces Squadron manager, is Col. Kula’s brother. As a 13-year-old, the chief remembers his brother being missing in action for three days.

The pain he experienced then pointed him in the direction of his career today.

“I’m going to go get him,” I would say. I would dream of getting a plane and saving him,” Chief Kula said. “I always wanted to be a cop. I am not necessarily protecting my brother, but my job is to take care of people like him, the 22,000 people at Tinker,” the chief said.

“As I’ve gone through these years of service I’ve come to find out that I’m here to help,” he said, “That’s all we’re here for — for help and commitment. We save lives. I want to give back what I couldn’t when I was 13.”

Repetition haunts the days in a prison camp. Col. Kula exercised five times a day, napped, communicated and dreamed of home.

“The air raids were daily. It was like

clockwork. We could hear them at 10 a.m. and 2 p.m.,” he said.

On Jan. 29, 1973, the Vietnamese gathered the prisoners and for the first time, prisoners were permitted to stand in a military formation. A guard read aloud that within 60 days the captives’ feet would be on American soil.

Less than a month later, on Feb. 14, 1973, a C-141 took the first group of POWs back to America. Some spent months away from home, others more than eight years.

“No matter how long you were there, it was a memorable day,” Col. Kula remarked.

Col. Kula cannot recall what he said at the press conference when he touched down in America. But, he does remember seeing his wife standing to the side of him shaking.

“Faith is something bigger than yourself that you can fall back on. Faith in something bigger and faith in each other,” Col. Kula said.

Col. Kula closed with the message, “Be ready with your families, because you never know what is going to happen. The Air Force says ‘service before self,’ I believe in that, but you must not forget about what you will have after that — your family.”

— 2nd Lt. Candice Adams, OC-ALC Public Affairs



Master Sgt. Brad Kuntzelman (left) and Maj. Kurt Kuntzelman are the first officer-enlisted siblings to attend the Air Force Institute of Technology at the same time. Both agree that they are excited about the chance to be a part of AFIT’s latest programs. (Courtesy photo)

Officer, enlisted brothers attend AFIT together

Sergeant, major make up institute’s first sibling duo

The Air Force Institute of Technology’s history has been marked by many “firsts,” and this drive for innovation has transgressed time to reach into the present.

Last year was a first with the admission of senior enlisted students. This year’s first is with the admission of Intermediate Developmental Education, or IDE, program officers into AFIT’s graduate programs. And one member from each of these groups has resulted in another first — officer-enlisted siblings attending AFIT at the same time.

Shared opportunities

Master Sgt. Brad Kuntzelman, a student in the department of computer and electrical engineering, is pursuing a master’s

degree in computer systems.

As a member of the first group of senior enlisted students, he has spent the last year touting the growing number of opportunities at AFIT, specifically those

“It’s kind of cool to go through ‘firsts’ together. We’re pioneers of sorts, helping AFIT fine tune these new programs and opportunities. And it’s a great learning experience for us, too.”

Master Sgt. Brad Kuntzelman

for non-commissioned officers.

Now his younger brother, Maj. Kurt Kuntzelman, is enjoying AFIT’s opportunities as well. Maj. Kuntzelman entered the IDE program in AFIT’s Department of Systems and Engineering Management. He will be pursuing a master’s degree in systems management as part of the first in-residence IDE groups at AFIT.

Building an Air Force future

“I feel very fortunate to be here,” Maj. Kuntzelman said. “In part, I owe this experience to Brad because it’s largely thanks to him that I’m in the Air Force. When I was in high school, I had talked with my guidance counselor about the service academies, but I wasn’t entirely sure which one I wanted to attend.

“Then I went to Brad’s graduation from basic training. I saw firsthand all the opportunities the Air Force would hold for me, which prompted me to begin my application to the Air Force Academy.”

Master Sgt. Kuntzelman said his brother’s relocation will allow them and their families to spend more time together.

“In all our Air Force years, though, this is the first time we’ve been stationed together,” Master Sgt. Kuntzelman said. “We’re obviously excited about it, but we actually haven’t seen a lot of each other outside of AFIT yet. Once things get settled, though, we’re looking forward to hanging out together with our families. It’s great to have my brother so close.”

Lending helping hands

Maj. Kuntzelman agreed. “Having Brad here has made our transition smooth. He volunteered to be my sponsor, so he and his wife were able to provide information on the area and help us get a house. This is also the first opportunity, due to different geographic assignments, for our children to spend any time together.”

Master Sgt. Kuntzelman said that being a part of his brother’s life while they both attend AFIT is an exciting proposition.

“It’s kind of cool to go through ‘firsts’ together,” said Master Sgt. Kuntzelman. “We’re pioneers of sorts, helping AFIT fine tune these new programs and opportunities. And it’s a great learning experience for us, too.”

— Kim Curry, AFIT Public Affairs

High pressure aids NCO's foot injury

Oxygen chamber sessions aim for speedier recovery of sergeant hurt in OIF

In an instant, Staff Sgt. Hector Barrios' life came crashing down like a ton of bricks.

Assigned to the 96th Security Forces working dog section at Eglin Air Force Base, Fla., Barrios deployed to Prince Sultan Air Base, Saudi Arabia, to support Operation Iraqi Freedom. While on gate-guard duty July 15, he removed a wire strung to a concrete barrier to allow a vehicle through the makeshift gate. As the truck cleared the barrier, it caught the wire, causing the 4-ton barrier to fall on his left leg and foot.

"I heard the barrier sliding and the next thing I knew it hit me, knocked me down, and then I felt the pain," he said.

Barrios was rushed to the hospital on base, but was quickly transferred downtown due to the extent of his injuries. At that point, medical officials said all the bones in his foot, including his toes, were broken. While the doctors there did everything they could to fight infection and repair the damage, they said the outcome didn't look good. After two weeks, Barrios returned to the United States for treatment at Eglin's hospital. Though in constant pain, Barrios' main concern was for his job since security forces were short-staffed.

"When the accident happened and they rushed me to the hospital, I was worried about not being deployed to my next base because I really like what I do," he said. "Instead I'm getting sent home because I was hurt."

Barrios arrived at Eglin where orthopedic doctors quickly realized drastic measures were needed to save the NCO's foot. Capt. Denny Engle, 96th Medical Squadron's orthopedic physician's assistant, said within 48 hours of arrival, Barrios began treatment in a hyperbaric oxygen chamber in the local community.

According to Dr. Eddie Zant, a physician with the Hyperbaric Oxygen Treatment Center, some diseases and conditions improve with oxygen therapy, including crush injuries such as the one Barrios suffered. Barrios treatments are

two times a day for one-and-a-half hours each.

"Hyperbaric oxygen therapy promotes advanced wound healing and preserves damaged tissue," Zant said.

Patients breathe 100 percent oxygen with the pressure in the chamber between 33 and 45 feet of seawater depth. This

"When the accident happened and they rushed me to the hospital, I was worried about not being deployed to my next base because I really like what I do."

Staff Sgt. Hector Barrios

therapy increases the amount of oxygen in the blood delivered to body tissues up to tenfold."

Barrios was the first patient that Engle referred for hyperbaric treatment, and so far he's pleased with the results.

"For Sgt. Barrios, this was a way to optimize treatment interventions. The



Staff Sgt. Hector Barrios, assigned to the 96th Security Forces working dog section, receives hyperbaric oxygen therapy to treat foot injuries he received while deployed in support of Operation Iraqi Freedom. (Air Force photo by Lois Walsh)

treatments will help preserve marginally injured tissue and demarcate the dying tissue. We hope to preserve as much of his foot as possible so we can restore him to walking."

"In the past the foot would have been amputated quicker, but now we have adjunctive treatment that can allow him additional time to show progression of tissue healing. And, in the absence of advancing infection, every little bit of time helps."

Engle said he is guardedly optimistic that some of Barrios' foot can be saved, although he does expect partial amputation due to the devastating injury. But he hopes for a "functional outcome so Sgt. Barrios can still be productive in the Air Force."

Which is exactly why Barrios has maintained a lighthearted attitude even when faced with the injuries.

"You have to be positive otherwise, it doesn't do any good. I'm always trying to stay positive," he said.

And while he doesn't know what the future brings, Barrios is hopeful that modern medicine can save his foot, and his career, so he can do what he loves —work with the dogs and be in the Air Force.

— Lois Walsh, AAC Public Affairs

When duty calls, IMA steps up to the plate

Operation Iraqi Freedom afforded journalists and media representatives unprecedented access to the activities of U.S. troops. For the first time, home viewers could virtually watch the conflict as play by play as never before in history, thanks to embedded reporters.

But the lesser story told was of heroes on the home front who stood in the gap left by deployed soldiers and officers. These hometown heroes are the members of the U.S. Reserves. They step in and pick up where their commanding officers leave off.

One reservist who stepped up to the plate at Wright-Patterson Air Force Base, Ohio, was Lt. Col. Mona Vollmer, who directed one of the largest public affairs shops in the Air Force.

During her tenure at Aeronautical Systems Center, Vollmer worked tirelessly to tell the Air Force story internally and externally. Her many duties included responding to local and national media following global cyber attacks to the computer network at Wright-Patterson and spearheading the Valor Park Medal of Honor memorial dedication honoring the six surviving Air Force Medal of Honor recipients.

In addition, she successfully secured an F-16 flyover tribute during Mother's Day "no-fly" weekend in concordance with Air Power 2003, celebrating the 100th Anniversary of Powered Flight, and coordinated and executed media activity when President Bush visited the Base on April 24.

Her dedication to performing her duties culminated in her being named the Individual Mobilization Augmentee of the Year and the Secretary of the Air Force Public Affairs Officer of the Year for 2002.

Also, in a tribute for her efforts, Vollmer was the recipient of the Meritorious Service Medal for her outstanding performance as Senior Individual Mobilization Augmentee to the Director of Public Affairs, as the Deputy Director of Public Affairs, and as the Director of Public Affairs, Aeronautical Systems Center, on Aug. 7.

Lt. Col. Edward Worley, former director of ASC Public Affairs, describes Vollmer as "The best — from preparing for First Lady Laura Bush's visit to Wright-Patterson to delivering precision guided messages on the Air Force's top issues." It was specifically his shoes that Vollmer filled during his



Lt. Col. Mona Vollmer, IMA to the director of Aeronautical Systems Center Public Affairs, Wright-Patterson AFB, Ohio, has been recognized with the Individual Mobilization Augmentee of the Year and the Secretary of the Air Force Public Affairs Officer of the Year for 2002.

deployment in support of Operation Iraqi Freedom.

"When I deployed for OIF, Mona stepped in and delivered absolute perfect leadership — a seamless transition made it possible for the office to keep functioning at its high level of output," said Worley, who is the current Public Affairs Director for U.S. Air Forces in Europe. "She absolutely earned and deserved all the recognition she received over the year."

— Rachel Castle, ASC Public Affairs

Directorate receives Technology Transfer Award

ROME, N.Y. — An Air Force Research Laboratory Information Directorate team has been named winner of the 2003 Federal Laboratory Consortium Northeast Region Award for Excellence in Technology Transfer.

A team led by William McQuay of the directorate's Information Systems Division at Wright Patterson AFB, Ohio,

was selected for the award based on its transfer of Collaborative Enterprise Environment technology to the private sector.

CEE technology is an application for information sharing among decision makers. It was transferred to Ball Aerospace Technology Corp., a company that commercialized the technology under the name KnowledgeKinetics™, and has been installed at more than 65 government,

academic and commercial locations. It is being employed in pilot programs within AFMC as part of the Aeronautical Enterprise Knowledge Management program.

The technology transfer award is given annually to recognize outstanding laboratory employees who have successfully transferred federally developed technology into the commercial marketplace.

— Reported by AFRL Public Affairs

AFRL engineer named among Accent on Excellence awardees

WRIGHT-PATTERSON AIR FORCE BASE, Ohio — Jim Perretta, Sensors Directorate, Rome, N.Y., is one of ten young leaders in the Mohawk Valley area to be selected for this year's Accent on Excellence Award.

Accent on Excellence is an awards program focused on recognizing and encouraging the young leaders of Oneida and Herkimer counties.

Currently an electronics engineer for the Radar Signal Processing Branch, Perretta participates in and volunteers for various community service projects, and was also a computer-programming teacher at SUNYIT for the past two years. He is the mayor of Cold Brook, a village with a population around 300, and co-founder of a Run and Walk event at Piseco Lake.

In its three years of existence, Accent on Excellence has honored 33 outstanding young leaders. Honorees have come from many sectors of the local business and service community, where they use their influence and personal time to help run successful organizations as well as support volunteer efforts, non-profit boards and their children's after school activities. Honorees will be individuals under the age of 40 who excel in making the area's business, cultural, special services climate a growing force in helping the area rebound.



Jim Perretta, electronics engineer at the Air Force Research Laboratory Sensors Directorate, Rome, N.Y., was named as one of ten young leaders selected for this year's Accent on Excellence Award. (Photo by Elizabeth Mundschenk)

These individuals are making a difference today and will continue to mold the Mohawk Valley into the 21st century.
— Reported by AFRL Public Affairs

AFMC man earns national labor relations award

WRIGHT-PATTERSON AIR FORCE BASE, Ohio — Turning chaos and distrust into true partnership and singlemindedness earned an Air Force Materiel Command headquarters labor relations worker the sixth annual Federal Personnel Management Institute's Labor and Employee Relations Award.

Ray Rush, AFMC's labor and employee management relations chief, received the award at FPMI's 14th Annual Labor and Employee Relations Conference in Phoenix, Ariz. FPMI's President and Chief Executive Officer Joe Swerzewski presented the award.

In the late 1990's, the relationship between AFMC management and the American Federation of Government Employees Council 214 was dysfunctional and the organization's bargaining relationship was gridlocked, according to Leif Peterson, AFMC civilian personnel director. So, Rush went to work to change things.

Peterson said Rush solicited and obtained AFMC's senior level management's support and involvement in resolving the problem. That buy in, and union cooperation, brought about a more cooperative relationship and helped create an

AFMC-AFGE partnership council that has experienced many successes in months past.

Some of those include accelerated AFMC-AFGE labor contract negotiations. The most recent master labor agreement was penned and signed in weeks versus years as in times past. Others are:

- Implementation of a command-wide alternative dispute resolution program allowing disputes to be resolved quicker and at less expense.

- Development of a civilian performance feedback guide that outlines a formula for maximizing employee performance and offers supervisors a procedure for implementing effective performance programs.

- Implementation of the Air Force Civilian Achievement Award.

Peterson said Rush's attitude in developing a partner with the union was a strong factor in determining success.
— Reported by AFMC Public Affairs

AFFTC IT Directorate receives CIO 100 award

EDWARDS AIR FORCE BASE, Calif. — The Air Force Flight Test Center Information Technology Directorate received the 2003 CIO 100 award from CIO magazine Aug. 19.

The award recognizes organizations around the world that excel in positive business performance through resourceful IT management and practices.

This year's list of winners are state of the art in generating greater value with limited IT resources and companies include such as Intel, Dell and General Electric.

According to CIO magazine, IT won the CIO 100 based on their outstanding programs including ExIT and BuyIT. The role IT integrators play in facilitating IT issues with customers, ITs teamwork with their outstanding contractors in JT3 and Tybrin, providing continuous support to the center in operational readiness exercises and inspections, the IT Tech Refresh program and the Value Chain outreach to customers were also reasons for the award.

— Reported by AFFTC Public Affairs

ALC wins Organizational Excellence Award for 2002

ROBINS AIR FORCE BASE, Ga. — The Warner Robins Air Logistics Center was recently awarded the Air Force Organizational Excellence Award for exceptional meritorious service from Jan. 1 through Dec. 31, 2002.

The award recognizes the productivity,

warfighter readiness, customer support, and systems management carried out by the members of team Robins. During a period of austere budgets and force draw downs, the center was able to provide outstanding logistics support to the Air Force mission.

According to Charles Drake, ALC management analyst, all people assigned or attached to the Center during the timeframe for the award will receive an individual award.

— Reported by WR-ALC Public Affairs

AFRL unit earns DOD modeling, simulation award

MESA RESEARCH SITE, Ariz. — Showcasing better and more effective ways to train, Warfighter Training Research Division experts here recently captured top honors in the Defense Department's 2003 Modeling and Simulation Award training category.

Training Systems Technology Team members earned the award that recognizes units, organizational elements and individuals of the DOD components for excellence, innovation and achievement in advancing "state-of-the-art" modeling and simulation. It's sponsored by the under secretary of defense for acquisition, technology and logistics. Mesa Research Site has approximately 200 government workers and contractors.

The DOD award recognizes division members' work in establishing the baseline specifications for distributed training and rehearsal systems that permit live players, simulation players and computer generated players to be integrated in a high fidelity environment that helps develop and sustain warfighter's learning and readiness skills.

— Reported by AFMC Public Affairs

Tinker parts re-worker earns big bucks for IDEA

TINKER AIR FORCE BASE, Okla. — An aircraft mechanical parts re-worker here is \$10,000 richer thanks to Innovative Development. Employee Awareness program officials approved her suggestion to recycle usable guides on condemned F-100 engine nozzles.

Theresa Sheehan's IDEA — replacing an average of two guides per nozzle support at a rate of 240 nozzle supports per year — will save Tinker \$354,213 per

year in parts and labor for the F100 engine, according to IDEA officials. In addition to the parts savings, this saves labor costs as well.

— Reported by OC-ALC Public Affairs

Robins manager wins Women of Color Award

ROBINS AIR FORCE BASE, Ga. — Jimetta Strowder, chief of the administrative operations office, Aircraft Division of the Directorate of Maintenance here, has won the Professional Achievement Category of the Women of Color Award given by Career Communications Group Inc.

The announcement came as a surprise to Strowder, who had not known she was being nominated. Doug Keene, deputy chief of the division, had nominated her last spring.

According to Keene, Strowder is a hands-on manager who is never reluctant to roll up her sleeves and do whatever is required to get the job done. She serves as a positive role model for aspiring young women, mentoring and guiding on a personal, spiritual and professional level.

Strowder was recognized at the third annual Young Scientists and Women of Achievement luncheon in Nashville, Tenn., on Sept. 13.

— Reported by WR-ALC Public Affairs

Robins employees win outstanding service awards

ROBINS AIR FORCE BASE, Ga. — For most, fun and work don't go together — but for Robert Willis and Sharon Batchelder the two go hand-in-hand.

Willis, aquatics director for Robins' Outdoor Recreation, recently earned the 2003 John Harden Award from the National Recreation and Parks Association. Batchelder, recreation aide at the Spalding Nature Center, earned the 2003 Front Line Award from the Armed Forces Recreation Society.

The two competed against other nominees from the five military service branches worldwide.

— Reported by WR-ALC Public Affairs

Three Robins senior NCOs receive Bronze Star

ROBINS AIR FORCE BASE, Ga. — Master Sgts. Robert Burrell, Kevin Kearn and Clifford Walton, 51st Combat

Communications Squadron senior non-commissioned officers here recently received the Bronze Star for their work in Operation Iraqi Freedom.

Although each of the medals varied in content, each showed a clear pattern of leadership during OIF.

Burrell served as the power production element chief at a classified location in Southwest Asia from Jan. 5 through May 10. He was responsible for power production, heating, ventilation, air conditioning systems supporting command and control communications and air traffic control systems for two air bases in the theater of operations. He served as the base lead power production authority, installing and maintaining all the power and HVAC systems, leading a 52-member flight maintaining more than \$34 million in equipment. During his stay, the systems had a 99.9 percent operational reliability rating.

Kern was also deployed to a classified location in Southwest Asia, serving as the network control center chief from Jan. 14 through May 10. He orchestrated the installation and activation of a new communication hub supporting 75 combat aircraft from two different countries.

He led a team in distributing communications equipment and cabling over 10 square miles of terrain to establish communications that provided coalition war planners, intelligence analysts and combat operation members with real-time data and video feeds, including several dozen wartime circuits to other bases in the theater, Europe and the United States.

Walton served as the noncommissioned officer in charge of the Weather Systems Support Cadre at Camp Doha, Kuwait, March 11 through May 15. He supervised, directed and prioritized the WSSC, which provided weather equipment support for 21 Coalition Forces Land Component Command combat weather teams, comprising 125 team members.

His team installed a high-resolution satellite imaging system that strategic and operational weather centers used to provide accurate weather forecasts to weather members in the theater. He also commanded the first WSSC team in Baghdad, installing weather equipment Army and Air Force units used, and directed the setup of the first tactical weather radar in Iraq. He also helped the Iraqis to rebuild their weather network.

— Reported by WR-ALC Public Affairs